

From: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health
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To: Adult Social Care Cabinet Committee –12 March 2019

Subject: **COMMUNITY NAVIGATION (CARE NAVIGATION AND SOCIAL PRESCRIBING SERVICE)**

Classification: Unrestricted - Exempt Appendix (B and D)
Exempt appendix under schedule 12a of the Local Government Act 1972.

Past Pathway of Paper: Adult Social Care Cabinet Committee – 27 September 2018

Future Pathway of Paper: None

Electoral Division: All

Summary: This report summarises the activity and outlines both the process and outcome of the procurement exercise for the provision of a Community Navigation and Social Prescribing Service.

Recommendation(s): The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the content of the report

1. Introduction

- 1.1 Care navigation and social prescribing can play a key role in promoting wellbeing and improving outcomes for people by connecting them to assets and resources within their local communities. Both adult social care and health services benefit from people being less dependent on their services.
- 1.2 Kent Clinical Commissioning Groups (CCG), district councils and adult social care services all invest in care navigation and social prescribing services to different degrees resulting in a patchwork of provision across the county and different models that, while meeting demand, is disjointed, unclear and creating duplication.
- 1.3 On 27 September 2018 the Adult Social Care Cabinet Committee endorsed the proposal to commission a Care Navigation and Social Prescribing Service to support older people, carers and people living with dementia.
- 1.4 The proposal outlined how this new service would improve outcomes for people, reduce duplication and create clearer pathways. The proposal also

outlined that there would be an emphasis on aligning community care navigators to GP clusters and Multidisciplinary Teams (MDT) as well as closer working with district council community teams. The service would be jointly commissioned with CCGs where possible and coordinated where existing arrangements prevent joint commissioning.

- 1.5 The paper also outlined the proposal to increase adult social care investment in this service.
- 1.6 The Cabinet Member for Adult Social Care and Public Health was asked to take an Executive Decision to undertake an open tendering process for a Care Navigation and Social Prescribing (Community Navigation) Contract and to delegate the contract award to the Corporate Director of Adult Social Care and Health.
- 1.7 The decision to undertake the tendering process was published on 9 October 2018 and the decision was implemented on 9 November 2018 when the Community Navigation Service was put out to tender. Contracts were awarded to the successful applicants on 26 February 2019.

2. Strategic Statement and Policy Framework

- 2.1 The decision taken supports KCC's Strategic outcome to ensure that older and vulnerable residents are safe and supported with choices to live independently. It does this through providing a service which works with people to identify their aims and aspirations, connects people to activities and services to help meet these, and which promotes wellbeing and reduces social isolation.
- 2.2 The decision also supports the Your Life, Your Wellbeing Strategy 2016-2021, supports the development of Local Care Models as outlined in the Kent and Medway Sustainability and Transformation Plan and enables the Council to meet its duties under the Care Act 2014 by promoting wellbeing for individuals and their carers, through the provision of information and advice that enables people to make choices about their care.

3. The Report

- 3.1 The new Community Navigation Contract will reduce duplication by replacing a number of existing services currently funded through a combination of grants and contracts. It also brings together the 'navigation' type services that adult social care currently commission into one overarching contract.
- 3.2 The contract was designed following a period of engagement with a range of stakeholders including providers, CCG commissioners and Local Care leads, Patient and Public Advisory Group (PPAG) and district councils. It built on engagement previously undertaken during 2017 as part of the older persons core offer.

- 3.3 There are two distinct service Lots to the contract:
- Part A: Community Navigation: this service will be available to all Kent residents over 55 years old, and to residents under the age of 55 who meet the criteria outlined in the service specification in regard to frailty.
 - Part B: Community Navigation for Carers: this service will provide support to Adult Carers (adults who provide care for another adult in need of care). Part of this will involve undertaking statutory carers assessments when needed.
- 3.4 Adult social care are the sole commissioners of part A in East and West Kent, and are jointly commissioning with CCGs in Dartford, Gravesend, Swanley (DGS) and Swale.
- 3.5 Adult social care and CCGs are joint commissioning part B of the contract in all geographic Lots.
- 3.6 Geographical lotting has also been applied to the contract based on the commissioning arrangements within the CCGs in order to enable maximum flexibility in relation to current and future joint commissioning. These Lots are are: East Kent, West Kent, DGS and Swale.
- 3.7 The lotting strategy is summarised in Appendix A.
- 3.8 In order to avoid dependency on any single provider it was agreed that providers could apply for up to three geographic lots, yet only be awarded two. However, in an attempt to simplify access to services for people, it was agreed that within those geographic Lots, providers could apply for (and be awarded) one or both service Lots.
- 3.9 Given the position of the current market and the value of the contract a formal procurement process was conducted. This was an open process that was designed to be proportionate, accessible to small and medium sized organisations and in which social value was included as a key element in order to ensure a level playing field for voluntary and community sector organisations.
- 3.10 The contract tender opened on 9 November 2018 and closed on 10 December 2018 and a total of 15 applications were received, with providers applying for a range of lots. (see Appendix B)
- 3.11 The contract has a fixed financial envelope and tenders were evaluated 100% on quality. All providers were required to complete responses to the same set of award criteria regardless of which service or geographic Lots they were applying for as well as a series of Lot specific criteria (see Appendix C).
- 3.12 Applications were evaluated by a total of 12 evaluators. This included evaluators from both KCC and the CCGs. Of these, two evaluators scored all questions for consistency, eight scored questions related to the Lots they had further knowledge of and two evaluators had no direct knowledge of either the

service being commissioned or experience of working with any of the incumbent Providers.

- 3.13 All scores were then moderated to generate a 'consensus' score based on all individual scores. The provider with the highest moderated score for each Lot is the preferred provider for that Lot. (see Appendix B and section 3.16).
- 3.14 Although the contract was evaluated based 100% on quality, all providers were asked to supply a detailed description of how the allocated funds would be spent. This was considered alongside the tender submission, specifically Part 1, Question 1 Service Delivery Model in order to ensure that the proposed model was financially viable within the set budget and represented best value for public money.
- 3.15 Each provider was invited to meet with commissioners to discuss the financial element of their tender and resubmit that element should they wish to do so following that meeting. The scores allocated to Part 1, Question 1 Service Delivery Model were then reviewed in light of the revised financial submission. This process did not alter the moderated scores for any of the individual providers, and therefore did not affect the overall outcome of the award.
- 3.16 Following this formal tender process, four providers were successful and have been awarded contracts to deliver services under the Community Navigation Contract. These are:

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|--------|--|---|
| Lot 1a | Community Navigation in East Kent | East Kent Strategic Partnership Limited (comprising Social Enterprise Kent, Age Well East Kent, Red Zebra, Thanet Health CIC) |
| Lot 1b | Community Navigation for Carers in East Kent | Carers' Support - Canterbury, Dover & Thanet |
| Lot 2a | Community Navigation in West Kent | Involve Kent Ltd |
| Lot 2b | Community Navigation for Carers in West Kent | Involve Kent Ltd |
| Lot 3a | Community Navigation in Dartford, Gravesham and Swanley (DGS) | Imago Community |
| Lot 3b | Community Navigation for Carers in Dartford, Gravesham and Swanley (DGS) | Imago Community |
| Lot 4a | Community Navigation in Swale | Imago Community |

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|--------|--|-----------------|
| Lot 4b | Community Navigation for Carers in Swale | Imago Community |
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3.17 Contracts were awarded to the successful Providers on 26 February 2019.

3.18 A summary of the application outcome for all current Providers (until 31 March 2019) is included in Appendix D.

3.19 Commissioners are currently working with providers to mobilise the contract, including TUPE of staff, mapping providers of similar commissioned services to develop referral pathways and joint working, promoting and marketing of the services, co-location in GP surgeries and district council offices.

4. Financial Implications

4.1 The contract will begin on 1 April 2019 and continue for a period of 48 months (ending 31 March 2023) with the option for two one-year extensions. The annual value of the contract is £5.1m. This includes both KCC and CCG investment and is summarised in Appendix E.

5. Legal Implications

5.1 TUPE was previously identified as an implication of the project. This process is being managed through the mobilisation of the contract.

6. Equality Implications

6.1 As identified in the previous Cabinet Committee report the people most likely to be impacted by changes to this service are older people and carers who are the recipients of the current service. The biggest impact is likely to be situations where a person currently in receipt of services is transferred to another provider or worker. The degree to which this may happen will depend on the outcome of the contract award in each area and how TUPE is applied. This will be reviewed throughout the mobilisation period and the Equality Impact Assessment will be updated as required. Overall, due to the short-term nature of the service this is unlikely to present a significant risk and the positive impact is likely to outweigh the negative as the new service will be more integrated, with reduced duplication of roles and pathways.

7. Conclusions

7.1 Care navigation and social prescribing are key elements in the approach to reducing demand on statutory health and social care services. In Kent, both adult social care and health have a range of commissioning arrangements in place to deliver these services. This has created a patchwork of support that is disjointed, unclear and creating duplication. On 27 September 2018 the Adult Social Care Cabinet Committee endorsed a proposal to tender for a new Community Navigation Service that would address these issues and enable joint commissioning where possible.

- 7.2 The Cabinet Member for Adult Social Care and Public Health took and Executive Decision to undertake a procurement process for this new service which would combine care navigation for older people and carers support and assessment into one contract with a strong emphasis on social prescribing as well as navigating.
- 7.3 The contracted was Lotted in the two service and four geographic lots. The tender was open between 9 November to 10 December 2018 and 15 applications were received. The successful providers are Imago, Involve, East Kent Strategic Partnership Limited and Carers' Support - Canterbury, Dover & Thanet.
- 7.4 Contract mobilisation is underway, and the new service will be in place as of 1 April 2019.

8. Recommendation(s)

8.1 Recommendation(s): The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the content of the report

9. Background Documents

18/00041 - Community Navigation Service (Care Navigation and Social Prescribing - <https://democracy.kent.gov.uk/ieDecisionDetails.aspx?ID=2200>)

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